23 JUL 1962

MEMORANDUM FOR: NRO Program Directors
Director, NRO Staff

SUBJECT: ~~(S)~~ Organization and Functions of the NRO

References: (a) Deputy Secretary of Defense memo, for multiple addressees, Subject, ~~(TS)~~ DOD-CIA Agreement, dated 14 June 1962

(b) DOD-CIA Agreement dated 2 May 1962 re NRO

(c) DOD Directive TS-5105.23 dated 14 June 1962

(d) Deputy Secretary of Defense memo, for multiple addressees, Subject, ~~(S)~~ National Reconnaissance Office, dated 14 June 1962

1. Purpose.

This memorandum will serve to establish the basic organization of the NRO and functions of the individual NRO elements, and outline the over-all concept of organization and operation. It is effective immediately and will apply until superseded by issuance of formal NRO regulations.

2. Organizational Concepts.

a. Although the NRO is established as an operating agency, the sensitivity of its mission and the security required for its projects and activities make it necessary to conceal all aspects of the NRO organization behind other plausible, overt names, organizations and functions. The NRO thus will be a separately organized, operating agency concealed entirely within other agencies, using personnel and other resources of these agencies on a full or part time basis as required.

b. The NRO will be kept as small as possible in order to operate with the efficiency and quick reaction time required. The Office will

EXCLUDED FROM AUTOMATIC REGRADING; DOD DIR 5200.10 DOES NOT APPLY

Handle via [redacted]
Control System

~~TOP SECRET~~

Copy 1 of 7 copies
Page 1 of 12 P
Control [redacted]

consist of carefully selected personnel of the highest qualifications, and will be confined to the minimum number required to accomplish the task under the conditions which apply. By arranging these personnel so that either, larger groups may be controlled through overt (additional duty) assignments of NRO Program Directors, the actual size of the NRO may be kept quite small, and thus more easily concealed, although the size of the personnel and resources directly controlled is necessarily large. Thus, in addition to personnel within the NRO, there will be many others who work full time on projects of the NRP under the complete control of the NRO, others who work part time on such projects, and still others who have knowledge of the NRO and/or some projects of the NRP but who are not actually involved in such work at all.

c. Accordingly, the NRO is defined to consist of the DNRO, the NRO Staff, the NRO Program Directors, and their Project Directors and key staff officers. (See Fig 1, attached). At the present there are two NRO Program Directors, with the Director, Program A being responsible for NRP satellite effort conducted by the NRO through utilization of Department of the Air Force resources, and the Director, Program B being responsible for NRP effort conducted by the NRO through utilization of Central Intelligence Agency resources. A Director, Program C is being established to be responsible for NRP effort conducted by the NRO through utilization of Naval Research Laboratory resources. Additional Program Directors will be established, if required, upon decision to undertake development of new projects.

d. Necessary organizational cover for the NRO is or will be provided as follows:

(1) The activities of the DNRO are covered by his position of Under Secretary of the Air Force.

(2) The NRO staff will be covered by the overt title of Office of Space Systems, Office of the Secretary of the Air Force. The Director, Office of Space Systems will be the overt title of the Director, NRO Staff. The NRO staff will receive all administrative and logistic support from the Office of the Secretary of the Air Force.

(3) The activities and office of the Director, Program A are covered by his overt primary duty assignment as the Director of Special Projects, Office of the Secretary of the Air Force, and his field extension of the Office of the Secretary at El Segundo, California.

Through specified additional duty and specific agreements and written administrative arrangements, he directly controls all resources of the Air Force Space Systems Division which are involved in full or part time work for the NRO.

(4) An appropriate and similarly effective arrangement will be established for the Director, Program C.

(5) The activities and office of the Director, Program B are covered by his overt duty as Deputy Director/Research, CIA.

e. As appropriate, and within the limits of the established strength of the NRO, the DDNRO will invite nominations from appropriate Services and Agencies for well qualified individuals to serve in the NRO. Selection of personnel for such duty will be on the basis of individual qualifications for the NRO tasks concerned. These qualifications will include, in addition to education and over-all experience, knowledge of both the principal problems of the parent Service or Agency of concern to the NRO, and the key personnel associated with these problems. Although personnel selected for duty in the NRO will accomplish liaison and coordination in the course of their NRO duties, they will not be liaison officers as such, or representatives of their parent Service or Agency; they will be full time members of the NRO, serving a full tour on an inter-agency transfer basis, and responsible solely to their NRO supervisors for the duration of such tour.

f. Streamlined management procedures approved by the DDNRO will be used throughout all aspects of the NRO management. Program Directors will be responsible directly and solely to the DDNRO.

g. Necessary personnel and resources will be made available to Program Directors by the applicable Service or Agency. All such normally required support of the NRO will be covered by suitable documentation, prepared by Program Directors in conjunction with the Service or Agency concerned, and approved by the DDNRO.

h. Services and Agencies supporting the NRO and NRP will make no reference to such support outside NRO channels except to identify the total of supporting manpower and resources as "committed in full (or part) support of work assigned under the provisions of paragraph III B, DOD Directive No. TS 5105.23."

i. The DNRO is responsible for all funding of the NRP. All covert funds required for DNRO programs or projects will be budgeted by the Air Force, and all covert NRP contracts will be let by the CIA as Executive Agent for the DNRO. In cases where the technical management of covert NRP contracts is assigned to Directors of Program A or C, the CIA may co-locate procurement personnel with the Director concerned. Funds will be provided to program directors/contracting officers through channels established by the NRO Comptroller, based upon specific approval of assigned NRP work by the DNRO.

j. Although the Program Directors will be responsible for carrying out the operational phases of assigned NRP projects, certain specific operations functions will be carried out within the NRO in Washington. In general, these functions will be those tasks which directly concern the NRO interface with the USIB, which determines program requirements, targets, and priorities, and with the principal users of program results. To the maximum extent possible, all tasks concerning these interfaces will be accomplished within the Washington part of the NRO under the close personal supervision of the DNRO. These tasks will include establishment of the mission schedule for all NRP projects, the approval of specific mission plans, and the obtaining of appropriate clearances where required from higher authority.

(1) Subject to the above provisions, the DNRO will assign operational control for aircraft projects to the appropriate Program Directors. The NRO staff will keep the DNRO currently informed of the status of such operations.

(2) In the case of satellite projects, the NRO staff will be responsible for actual mission planning from the standpoint of specifying desired targets to be covered, desired on-orbit target program options (to the extent that such options exist within the system capability of individual projects), and approval of the actual mission target program and options which are programmed into each flight vehicle. The staff will also make all on-orbit selection between target coverage options, based on weather or intelligence factors. The staff will utilize direct communications links with [redacted] and will be assisted in this task by [redacted] of [redacted] where computer programs are required to assist in mission programming, such programs will be developed to provide the maximum flexibility and choice to the staff, and will provide for efficient re-cycling to meet specific target requirements identified after initial mission programs have been completed.

(3) The NRO staff also will be responsible for NRO interface with the USIB, and for NRO coordination of all peripheral reconnaissance activities.

3. Program Directors.

a. Program Directors will be "second in command" of the NRO for matters assigned to them. The Director, NRO Staff will be responsible for notifying the appropriate Program Director in case emergency actions are required during the temporary absence of the DNRO. (In case of a long absence, an acting DNRO will be appointed).

b. Each Program Director will submit for DNRO approval at the earliest:

(1) Diagrams, names of personnel, and brief identification of the duties of all of their personnel coming within the definition of the NRO, as outlined herein. Two separate diagrams and duty descriptions will be submitted: one showing the actual NRO organization and duties, and the other showing the overt organization and apparent duties.

(2) Similar identification of all other personnel involved in full or partial support of assigned NRO matters. In case of partial support, the proportion of each individual's work in support of the NRO will be shown.

(3) A list of key non-NRO personnel who are absolutely essential to the conduct of assigned NRO work. Upon approval of this list, the DNRO will make arrangements with the parent Service or Agency so that these personnel will not be transferred or re-assigned without his prior approval. Normally, such personnel will be transferred only when a qualified replacement can be in place for sufficient time prior to departure of the incumbent to assure no serious effect on NRO work.

4. NRO Staff

a. In addition to such other duties as the DNRO may assign, the principal responsibilities of the NRO staff will be to:

(1) Assist the DNRO to maintain current knowledge of the status of each project of the NRP.

(2) Assist the Program Directors by accomplishing all project matters which require action above the Program Director's level in Washington.

(3) Establish and maintain the NRO interface with the USIB and with the principal users of NRP results.

(4) Carry out the operational responsibilities described elsewhere herein as functions of the NRO staff, including satellite mission planning from the point of view of selection of targets and target options, and exercise of all on-orbit target options.

(5) Coordinate all peripheral reconnaissance activities of the U. S. with the missions of the NRP.

(6) Keep designated personnel in each Service and specified Agency completely informed on the content and status of the NRP in order that they may take the action necessary to prepare for adequate exploitation of the collected intelligence products.

(7) Conduct studies of the over-all NRP to determine the most reasonable combination of projects and number of missions that should be planned to meet the total requirements and priorities established by USIB. Monitor detailed studies of individual projects conducted or contracted for by Program Directors.

(8) Monitor and take all necessary staff action to handle State Department, UN, DOD, JCS, and Congressional matters which affect the NRO or NRP.

(9) Assist the DNRO in establishing and maintaining effective streamlined management procedures appropriate to the mission of the NRO and consistent with the security considerations which apply.

(10) Provide staff support to the DNRO for any matter required in connection with his duties, including preparation of reports, illustrations and briefings covering any aspect of the NRP.

h. The organization and functional composition of the NRO Staff is shown in Fig 2, attached.

(3) The Assistant for Plans and Policy will be responsible for over-all assistance in establishing and maintaining NRO management procedures and the interface of such procedures with all Washington offices and agencies concerned. He will also be responsible for handling State, UN, Disarmament, and DOD matters affecting the NRO or NRP.

(2) The Assistant for Plans and Policy will also be responsible for the continuous study of the over-all NRP, with particular attention to the determination of the number and type of projects required to ensure the most efficient and effective over-all program. He will be assisted in this responsibility by a Deputy Assistant (Photo Plans) and a Deputy Assistant (SIGINT Plans).

(3) In order to ensure that his responsibilities are discharged in critical appreciation of the present state of NRP capabilities, limitations, and difficulties, the Assistant for Plans and Policy will draw upon other members of the NRO staff and members of the Program Directors' staffs for appropriate part time assistance. Detailed studies of specific projects will be assigned to the appropriate Program Director, as well as all studies for which contractual action is required.

(4) The Deputy for Aircraft Projects will be responsible for assisting appropriate Program Directors in obtaining necessary support for all aircraft and drone projects of the NRP, and for keeping the DNRO currently informed on the status and capabilities of such projects. He will also be responsible for coordination of U. S. peripheral reconnaissance missions with aircraft and drone missions of the NRP.

(5) The Deputy for Satellite Projects will be responsible for assisting appropriate Program Directors in obtaining necessary support for all satellite projects of the NRP, and for keeping the DNRO currently informed on the status and capabilities of such projects.

(6) The Deputy for Operations will be responsible for all satellite operations tasks herein assigned to the NRO staff (ref. par. 2 j). He will be responsible for coordination of U. S. peripheral reconnaissance missions with satellite missions of the NRP. In addition, he will be responsible for the NRO working interface with the USIB in regard to target requirements and priorities.

EXCLUDED FROM AUTOMATIC
REGRADING: DOD DIR 5200.10
DOES NOT APPLY

[redacted]
Control System
TOP SECRET

5. Determination of need-to-know.

Program Directors will determine need-to-know for all persons who are actively working on assigned NRO matters under their jurisdiction. The DDNRO will determine need-to-know for all other persons for all projects of the NRP.

6. Exploitation Planning.

In order to permit adequate preparation for exploitation of the results of NRP projects while necessarily restricting the number of persons having knowledge of the actual collection projects, the following procedure will be followed. The NRO staff will brief and keep current the intelligence officers of each Service and three of their selected "workers," the Director, DIA, and his designated personnel of the DIA Special Activities Office, the Director, NPIC, and his designated personnel, and the Director, NSA and designated personnel. Except for the DIA, the designated personnel will not exceed three officers in addition to the Chief or Director. These persons will be supported by adequate cleared secretarial and clerical personnel, and will be completely briefed on all applicable collection projects of the NRP. As a result, they will be expected to review the exploitation capabilities of their Service or Agency, and direct the necessary preparatory action. Although such direction will be based upon their specific knowledge of the collection programs of the NRP, the action will be directed by virtue of the organizational authority of the directing official without requiring any further disclosure of specific NRP project data. Normally, no other operational clearances will be granted on the basis of need to prepare for exploitation. Necessary technical data will be released in timely fashion under the product clearance to enable full exploitation of the collected products.

7. Project Responsibility Documents.

Program Directors, in conjunction with the NRO staff, will prepare a separate document for each NRP project for which they have been assigned primary responsibility. This document will identify the specific assignment of responsibilities for all aspects of the project.

EXCLUDED FROM AUTOMATIC
REGRADING: DOD DIR 5200.10
DOES NOT APPLY

[redacted]
Control [redacted]

TOP SECRET

Copy 1 of 7 Copies
Page 8 of 12 Pages
Control [redacted]

including pertinent agreements that have been made. Such documents will be signed by all Program Directors concerned and submitted to the DDNRO for approval.

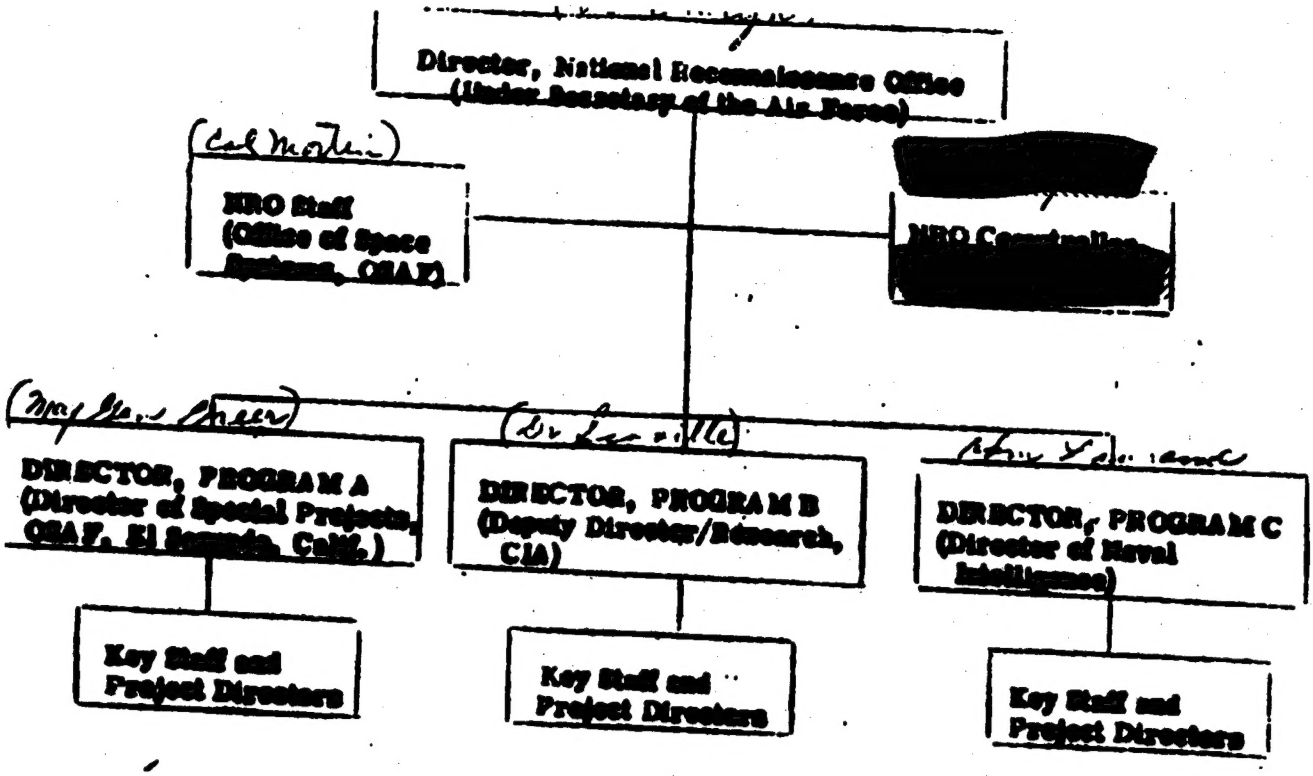
8. Processing of NRO Matters.

Prior specific approval of the DDNRO will be required for any matter of the NRO or NRP to be processed to higher authority.

Signed

Joseph V. Charyk
~~(S)~~ Director, National Reconnaissance Office

2 Atch:
1. Fig 1 - NRO
2. Fig 2 - NRO Staff



NOTE: Unclassified titles shown in parentheses.

Fig 1 - (U) National Reconnaissance Office [redacted]

EXCLUDED FROM AUTOMATIC REGRADING; DOD DIR 5200.10 DOES NOT APPLY

~~TOP SECRET~~

·retaries

(Col Martin)

[redacted]

Director, NRO Staff
(Director, Office of [redacted]ems, OSAF)

[redacted]

Administration & Security
[redacted]

[redacted]

Assistant for Plans & Policy
(**)
[redacted]

[redacted]

Deputy for Aircraft Projects
(**)
[redacted]

[redacted]

Deputy for Satellite Projects
(**)
[redacted]

[redacted]

Deputy for Operations
(**)
[redacted]

NOTE: Unidentified titles shown in parentheses.
** Unidentified titles to be determined.

Fig 2 – NRO Staff
(Office of Space Systems, OSAF)

Handle via [redacted]
Control Systems

~~TOP SECRET~~

[redacted] AUTOMATIC
REGRADING: DOD DIR 5200.10
DOES NOT APPLY